

**TIIAP FY 1999**  
**Project Narrative**

Lane Council of Governments

Grant # 41-60-99012

Public Safety  
Eugene, Oregon

## 1. PROJECT DEFINITION

**a. Problem** – For the past two and a half years, the Public Safety Coordinating Council (PSCC) in Lane County, Oregon has been taking a strategic look at the community safety and justice system (CSJS) with a focus on systems change and improvement. The PSCC has identified a key set of decision points in the system where operational problems limit system effectiveness and leave policy makers without clear solutions to make it work better. Once someone is arrested, a chain of separate decisions by three critical CSJS players – the Custody Referee staff (pretrial release), Jail staff (Adult Corrections), and Probation and Parole (P&P) Officers - has a direct and immediate impact on the individual, the individual's family, the alleged victim, and the community. These decisions determine the individual's degree of personal freedom, their access to service to aid behavior change, public and victim safety, and costs.

Release and placement decisions depend on staff determinations of the individual's potential future actions. If released, a person can return to work, work on behavior change strategies, commit a crime, or flee possible prosecution, becoming one of many costly failures to appear in court (FTA's). A 1998 PSCC study estimated FTA's in Lane County cost \$500 per warrant or \$4,424,500 in 1997 alone. The key challenge for the criminal justice system is to make decisions that limit risk, improve chances for positive behavior, and target expensive resources effectively and efficiently. Despite the importance of these decisions, we do not have a data based system to judge what is the best CSJS decision in a given set of circumstances, i.e. what works best, when and with whom. Each of the key system players makes these important decisions with little or no information from the other players despite the interdependent and serious nature of the decisions and their outcomes. Decision-makers also don't have access to all the available information that could improve their rate of placement success.

Functioning like a non-system has several negative outcomes. First, we have a **credibility crisis**. Our Jail is overflowing. No matter how much of this expensive space we build and staff, we never have enough. Like many jails, ours is under a court order that limits capacity. A matrix system is used each day to determine who is released. Lane County matrix releases have gone from 2,350 (1,731 individuals) in 1994 to 6,495 (3,461 individuals) in 1997 (Chart, Appendix I). Lack of ability to hold offenders accountable has become the most visible CSJS issue, with 84% of matrix releases being FTA's. No one in the system believes matrix releases are a good answer. Results are that police inappropriately cite and release criminals; criminals become fearless; and victims stop reporting crimes. Nonetheless, we don't have a better answer. In addition, we do not know whether we are using our current beds effectively. Why do some people come to Jail once and never return? Why do others come back to Jail more than once a month? We do not have the ability to track offenders and then examine patterns to help us analyze what worked and what didn't, with whom and why.

Second, **the system is expensive**. Decision-makers often err on the side of the most restrictive option to mitigate risk and liability. In addition, each agency has independently developed its own risk assessment process. They each collect information from the client and apply their own release and placement criteria. Duplicate information is gathered. Decisions in one part of the system can cancel decisions in another.

Third, due to lack of information, **easily avoided poor decisions are sometimes made in good faith**. Probation Officers (PO's) need to contact their clients at home as a critical part of the supervision process. One offender gave his PO the address of a local Albertson's supermarket as his home. The PO had no way to check the validity of the address and, needless to say, was unpleasantly surprised when he attempted to visit his client!

**b. Solution** – The PSCC is a 30 member statutory body appointed by the Board of County Commissioners. It includes all of the key CSJS decision-makers as well as six lay citizens (Membership Lists, Appendix II). As part of its 1998 Strategic Plan for the Lane County Community Safety and Justice System, the PSCC set the following priorities:

- **Target offenders to reduce bed days and lower costs.** To solve the jail bed shortage, we need to track a large sample of defendants and offenders through the system and analyze decision and outcome patterns to determine criteria for when expensive jail beds are necessary and when less expensive alternatives result in the same or better outcomes of success.
- **Create a seamless continuum of services.** The coordination, collaboration, and information sharing between the Jail, Custody Referee, and P&P needs to be improved. Gaining access to each other's information would assist with intake and risk assessment. We also need to analyze the feasibility of developing a common risk assessment tool.

Lane Council of Governments (LCOG) serves as the administrative host for PSCC. LCOG staff worked with staff of three key partners – the Jail, Custody Referee, and P&P – over several months to design a three-phase solution to achieve these priorities.

**Phase I** – We will develop an Internet-based **Risk Assessment Program (RAP)** as the cornerstone for a system of **Virtual Case Management**. RAP will have two major functions.

First, LCOG Information Services staff will work with partners to develop a **Single Interface** for each agency to access their own data along with data from the other partners. This will allow staff to view all intake and risk assessment information from all three agencies for a particular client to help verify the accuracy and completeness of their data and limit the need to intake the same data twice. It will allow users to update data on their own system and automatically notify the partnering agencies of the changes to the data. It will apply each agency's unique risk assessment process to the client. It also will generate reports that pool data.

Second, LCOG Geographic Information System (GIS) staff will develop an **Offender Risk Mapping Application** to provide thematic maps using the Regional Land Information Database (RLID) GIS. RLID is the new regional repository for all site addresses in Lane County and will verify valid addresses. At present none of the above agencies can access RLID. The specific homes and neighborhoods of individuals being evaluated for release can be examined in context. In evaluating the release of a convicted sex offender to a specific address in Eugene, this application could display schools, day care centers, churches used for child care programs, the location of other convicted sex offenders, etc. in a user-friendly format, increasing the potential both for release success and public/victim safety. It could also display resources for rehabilitation and reform such as drug treatment providers.

**Phase II** – Concurrently with the development of **RAP**, LCOG community safety planning staff, working at the policy direction of the PSCC Community Corrections Committee, will facilitate a process with the partners to **analyze the feasibility of developing a combined Risk Assessment Tool** and criteria to comply with all statutes, expectations, and needs.

**Phase III** – Using the combined information in **RAP**, LCOG community safety research and evaluation staff will track a random sample of defendants and offenders through the CSJS to begin to answer, at a minimum, several policy questions: How accurate is our current method of determining risk? How do we better target scarce resources? Should we keep matrixing repeat offenders, even minor ones, out of Jail? Who is most apt to return to Jail rather than being a costly FTA? By examining patterns of who received what level of which sanctions and services under what circumstances and with what outcomes, we plan to develop a more systematic and strategic approach to determine risk for release and placements. We will also use the data to determine whether we have the right array of services and whether there are any gaps.

c. **Outcomes** – The goal of the **RAP** program is to improve the effectiveness and efficiency of the community safety and justice system by increasing collaboration and information sharing between key decision-makers. Outcomes are outlined in the chart under Evaluation below.

## 2. EVALUATION

**a. Evaluation Questions** – Primary research questions this project intends to answer are:

- Does access to partner information help increase appropriate releases and retention of offenders by Adult Corrections, the Custody Referee, and P&P?
- Do less costly CSJS options result in the same or better outcomes such as reduced recidivism, failures to appear, and parole violations?
- Does the project increase the efficiency and effectiveness of staff?

With answers to the above questions, the partners will be able to:

- Improve existing programs,
- Use better information in PSCC policy development, planning, and decision-making
- Use better information for local and state CSJS planning, reports, and presentations
- Provide technical assistance to other agencies interested in program replication.

**b. Evaluation Strategy** – Evaluation criteria related to the research questions have been developed and will be further refined at the beginning of the project. The criteria will evaluate the project relative to its impact on the CSJS, end users, and the goals of the project. Historic and current data from Lane County and other counties will be used to help identify the impacts with and without the project, and before and after the project is implemented. The strategy, outcomes, indicators and method of data collection are outlined in the table below.

Outcomes	Indicators	Method
Reduce matrix releases of higher risk offenders	# of high risk offenders released	Data report from PC-AIRS
Reduce recidivism	Recidivism rate per 1,000 population # of new felony crimes within 1, 2, and 3 years of release	AIRS/LEDS data Annual Dept. of Corrections report
Reduce parole violations	Parole violation rate	Annual Dept. of Corrections report
Reduce high risk absconders	# of high risk absconders	Annual Dept. of Corrections report
Reduce Failures to Appear	# of people who fail to appear for their court date	Court data reports
Reduce duplicate data entry	End user use of partner data	Survey end users
Improve data quality	# of mismatched addresses, names	Matching algorithms, names, etc.
Save costs	Time spent by staff per offender Cost per offender from arrest through transition out of the system	Survey end users; System data on staff time spent per offender; Cost-benefit analysis Track offender costs using RAP, compare with similar sample before policy changes resulting from project
Increase interagency efforts	Meetings of partners Memoranda of understanding	Meeting minutes, notes, agendas Log of memoranda of understanding

**c. Data Collection** – Data will be collected before the project begins (baseline), and throughout the project timeline. Because of the vast amount of information that will be aggregated through this coordination in AIRS, and through the internet connection, analyses can be conducted to thoroughly evaluate how the Lane County system changes as a result of the new knowledge available to county criminal justice entities through the coordination. The evaluator will query the AIRS database and crime mapping database, and produce reports that indicate what has happened system-wide. These reports will be distributed not only to the three members of RAP, but also to other criminal justice entities, policy bodies, and the community.

**d. Data Analysis** – Statistical methods will be used to determine whether the coordination of information has had a positive impact on the overall system and end users, relative to project goals and outcomes.

**e. Evaluator** – LCOG research and evaluation staff will be responsible for the evaluation. The Evaluation Coordinator, Heather Hansen (Resumes, Appendix III), will be responsible for overseeing the collection of data, and monitoring and evaluating the outcomes. The coordinator will work in conjunction with the partner agencies and the Public Safety Coordinating Council.

**f. Budgeting of Resources and Staffing for Evaluation** – A portion of the evaluation for this project is being provided as part of the match by LCOG. The costs for the RAP evaluation are detailed as part of the budget and budget narrative. LCOG/PSCC staff just completed an evaluation of the implementation of the Commission on Children and Families' strategic plan and are lead staff in evaluations of a SAMHSA-funded \$1.4 million national multi-site research study in the Jail (Co-occurring Diversion Study), the Residential Substance Abuse Treatment project being implemented in the Jail, and a Drug Court Enhancement project to serve dual diagnosis offenders who come through the Drug Court. Because we are already staffed to provide evaluations of the CSJS, we can provide a quality, cost efficient evaluation.

### **3. SIGNIFICANCE**

**a. Innovation** – This project is innovative both because of the partnership involved and the technology which will be used. Adult Corrections, Custody Referee, and P&P are key points along a common continuum, yet here as in most communities they do most of their work in isolation from each other. Their separate Management Information Systems have evolved separately, are focused on operations, and are minimally useful for policy decisions. Since the creation of the PSCC in 1996, CSJS players have worked in partnership to solve system problems. The two strategies from the PSCC's Strategic Plan – target offenders and create a seamless continuum – require collaboration. The task of even agreeing to look at the possibility of a common risk assessment tool is a big step for three system partners with such different statutory charges and community expectations. An incorrect assessment of risk can result in serious public endangerment and potential liability for the agency. Nonetheless, these partners have agreed to work together on this difficult issue.

Technology is the key. An Internet application will allow end users to bring information from the other agencies on screen as they are completing their intake and assessment processes. They will be able to point and click to automatically fill in a field. This will reduce duplication of effort and provide access to more complete information. It will also allow for "Virtual Case Management" through sharing information and decisions online, reducing the need for face to face meetings of staff just to share information. Team case staffing is growing as a model yet it is often costly and seldom timely. The mapping function is innovative because it will allow CSJS staff to consider various environmental factors in making critical release and decisions to improve opportunities for success while reducing risk.

Finally, more reliable and valid risk assessments and "what works" information will assist not only Lane County but the nation by providing a data-driven process to examine the outcomes of decisions and placements and determine a more strategic system for effective decision-making.

**b. Model Project** – Issues of crime and money are on every jurisdiction's agenda. These services use half or more of the available resources in the budgets of most jurisdictions. CSJS have evolved with really becoming a system. Turf, lack of information sharing and communication, and designated funding streams have produced competition between the various players for scarce resources. The result is a system that is very expensive and a public that still does not feel safe. A growing body of research and literature is examining what works in community-based corrections. So far, none of this research truly takes a systems approach. We want to look at the CSJS decision points and resources juxtaposed with the mix of risk and protective factors of

the people going through the system and their set of circumstances. RAP will serve as a template and produce findings that are valid regardless of the community.

#### **4. FEASIBILITY**

**a. Technical Approach** – To develop an Internet application so the partners can share information, LCOG proposes utilizing and connecting existing databases (Flowcharts - Appendix IV). The Jail and Custody Referee databases are subsystems of a larger, county wide information system, the Area Information Records System (AIRS). The primary P&P database is a product of the state Department of Corrections (DOC), under whom all Oregon county P&P Departments were controlled until statutory changes took effect in 1995. Risk assessment data from this state DOC database will be drawn into AIRS, where it will be linked with risk assessment data of the Jail and Custody Referees' subsystems of AIRS. All risk assessment data from each of these agencies will be compiled into a uniform Risk Assessment Program (RAP). RAP will enable an individual agency to view the risk assessment data of the other agencies simultaneously with their own. Data will be matched within AIRS prior to being sent to RAP.

The Offender Risk Mapping Application will be developed to provide thematic maps using the Regional Land Information Database (RLID) Geographic Information System. Procedures will be developed to load RLID with crime mapping data that has been extracted from the agency databases. This data will be displayed in a user-friendly manner. The GIS software proposed for this project is available and already in use by Lane Council of Governments. We propose to use the following software: ESRI Map Objects 2.0, ESRI Map Objects Internet Map Server 2.0, ESRI ArcInfo 7.1, ESRI Arcview 3.1, GeoNorth Corporation MapOptix 2.0.2, Microsoft SQL Server 7.0, Microsoft Visual Basic 6.0, Allaire Cold Fusion Server 4.0, Allaire Cold Fusion 6.0, and ERWIN.

**(1) Interoperability** – RAP applications will be PC-based and viewable with common browsers such as Netscape and Microsoft Explorer. All three agencies and LCOG attach to a local area network over coaxial and fiber optic lines. Group, machine, and individual password protection will control security. LCOG has more than five decades of history of providing intergovernmental cooperation and service planning, including network design and computer systems integration. While many standards are in place for applications and networks that LCOG has designed, we are not proposing a proprietary or "closed" solution.

**(2) Technical Alternatives** – Our technical approach will combine the expertise of database designers and GIS personnel at LCOG with the officials who conduct risk assessment for their respective agencies to design an integrated database approach. P&P, Custody Referee and Adult Corrections each have their own distinct databases. The most viable alternative to our proposed risk assessment application would be to consolidate those databases into one database. In order to implement this strategy, all three agencies would need to agree on one common set of data item definitions. Also, each agency would need to accept data updates from staff at the other agencies. Each agency application would be modified to reference the new common database. Even though some level of coordinated risk assessment will result from Phase II of this project, data and application needs will also be different enough functionally to make use of a single database a non-viable approach.

The crime mapping application has no technical alternative. There are paper-based alternatives, such as keeping paper maps on file that display the various themes of interest. For example, when releasing a sex offender to an address, one could conceivably use a paper map that displays neighborhood schools and day cares to make sure the individual being released will not be located in close proximity to children.

This would be labor intensive, and less reliable than the proposed GIS-based solution. Another alternative would be to keep a list of school and day care addresses to compare to the individual's address. This would also be labor intense and even less reliable than the paper map method. For example, consider a day care center at 101 Oak Street that shares a back yard with 144 Pine Street. If the individual requests release to 144 Pine Street, it is not obvious that the address is adjacent to the day care center.

**(3) Scalability** – Risk assessment data from P&P will be pulled into AIRS, where it will be combined with Custody Referee and Adult Corrections data and presented in the Risk Assessment Program. The AIRS consortium currently runs a highly integrated, heavily used shared system that has major subsystems for Law Enforcement Records, integrated police, fire and medical Computer Aided Dispatch, Custody Referee, Adult Corrections and local Courts. It provides interfaces to state and national law enforcement systems. The AIRS consortium will provide its system's data resources as the home for the shared risk assessment database. AIRS will provide personnel resources to support technical efforts of LCOG as they involve AIRS agency partners. Once project design is completed and RAP is being used by the initial three partners, it will be made available to law enforcement, the courts, and District Attorney. The quality of decisions made by these critical partners will improve with access to timely information on the individual's history, sanctions, and placements. Ultimately, information such as current capacity for custody and placements could also be available. For instance, if the court realized the Jail was matrixing large numbers of people with similar sentences, the judge might sentence to an alternative program so the offender wasn't just in jail a few hours and released without being held accountable or receiving any services to help change behavior. The District Attorney would have more information when considering whether to allow DA diversion agreements. All of these partners have access to AIRS. All have agreed better access to such timely, user friendly information would assist them with their work and improve their ability to make appropriate decisions.

**(4) Plans for Maintenance, Upgrading** – Beyond the initial design, development, and startup, the ongoing expenses for this project will include support and maintenance of the risk assessment and crime mapping applications, maintenance of the data transfer and name/address matching procedures. The maintenance of the central computer system will be incorporated into the AIRS maintenance responsibilities, which are supported by user fees. If project outcomes are met, PSSC, which is charged with advising on the allocation of state and local CSJS funds, will examine the need for ongoing support for maintenance of the applications and data extraction and matching procedures.

**b. Qualifications of the Applicant Team** – LCOG is the lead agent for this application. LCOG is a local government entity under Oregon law, created in 1945 to meet the needs of member local government jurisdictions for a range of professional and technical support and consulting services. These services include providing the staff support for the PSSC.

The Principal Planner through LCOG for PSSC is Myra Wall (Resumes, Appendix III), lead staff for LCOG's Community Safety unit. She will be the Project Director. Myra has 25 years' experience as a corrections professional ranging from Jail management to corrections training to strategic planning. For the past two years, she has provided the lead staff support to guide the PSSC and its member agencies many collaborative efforts. She is also the Project Director for the ChildLink Project currently funded by THAP to reduce child abuse and fatalities by developing a data warehouse to identify families in crisis to provide help to the family and protection to the child.

LCOG's Information Services provide tools and technical expertise to assist jurisdictions with various information services needs. A list of some of LCOG's data processing and data access projects are included in Appendix V. LCOG's GIS staff maintain a comprehensive

collection of regional land information, produce maps for a variety of needs, and coordinate regional GIS-related interagency committees and projects.

Letters of commitment from all key partners are included in Appendix VI. Match for all partners and for LCOG as lead agent is outlined in the Statement of Matching Funds. These partners have a history of pooling resources for common projects.

**c. Proposed Budget** – The budget is designed to provide professional and technical staff support to coordinate and facilitate the project design, refinement, and implementation. The budget also provides resources to purchase equipment and software to implement the solutions. A majority of the match is provided by LCOG, supported by the PSCC member organizations because this project is a critical component of the PSCC strategic plan. The project requests a total of \$344,478. \$177,329 will be used during year 1. It will support design and early development of RAP components and the feasibility study of the potential for combined risk assessment processes and tools by the three key partners. \$127,343 for Year 2 will provide resources for continued interactive development and implementation of RAP. It will also provide resources to design and begin the tracking study to analyze what works and how to better allocate system resources. \$39,806 is requested for 6 months in Year 3 for technical refinement of the RAP components and to complete the tracking study.

**d. Implementation Schedule** – The implementation schedule is in Appendix VII.

**e. Long Term Viability, Sustainability** – The PSCC and its charge of systems change and improvement are statutory. In Lane County the three largest jurisdictions – Lane County, Eugene, and Springfield have taken the additional step of developing an interagency agreement adopted by their policy bodies and signed by their Chief Administrative Officers which commit them to work collaboratively to improve the system. The PSCC and its members have committed their resources to achieving and sustaining the outcomes and priorities in their strategic plan.

Technical components will be resident on AIRS, which has been in existence for 30 years and is currently being updated. This system is used by all of the law enforcement agencies in Lane County as well as the municipal courts and District Attorney. RAP will become an integral part of that system and accessible to more and more of the CSJS as the project matures. LCOG, AIRS, and agency staff will work collaboratively to sustain it and keep it viable.

## **5. Community Involvement**

**a. Partnerships** – The main partnership making this effort possible is the PSCC, which is discussed under “Qualifications of the Applicant Team” above. A membership list for the PSCC is in Appendix II. The Community Corrections Committee (Appendix II) of the PSCC will monitor the progress of this project and provide direction to the Project Team. The key partner agencies have committed the time of management staff and end users from their agencies to participate in the design, refinements, and implementation of this project. Letters of commitment are included in Appendix VI.

**b. Involvement of the Community** – The PSCC holds open public meetings at least monthly where policy discussions and business occur. The public is invited to speak and provide input at these meetings, and this input is taken seriously by the group. PSCC members, including the six lay members, attend meetings of other organizations and civic groups, presenting information and getting feedback on PSCC priorities and projects. The PSCC has commissioned countywide surveys to help it set priorities and ensure the system changes it is pursuing meet community needs. This project will become part of this regular dialogue with the community.

**c. Support for End Users** – End users are key participants in all phases of project development and implementation. End users are intake and assessment staff of the three initial partner agencies – the Jail, Custody Referee, and P&P – as well as various data entry staff. LCOG technical staff will meet with each of them as the project progresses, gathering their input. The refinement phase of all aspects of the project will involve end users in a very interactive process of testing, providing feedback, testing revised versions, etc. Training will be provided to



all end users as well as documentation to assist them in implementing the products as they are developed.

**d. Privacy** – AIRS has handled confidential information for all of its 30 years of existence serving the community safety and justice information needs in Lane County. AIRS staff, as well as the staffs of all of the partner agencies involved, are very familiar with privacy rights and constraints concerning people who become involved in the criminal justice system because understanding these parameters are part of their day to day jobs. Access to AIRS must be granted by the specially granted. Technical safeguards are already in place, such as firewalls and password protection.

## **6. Reducing Disparities**

**a. Description and Documentation of the Disparities** – This project has four main beneficiaries: people involved in the criminal justice system, who have the right to certain protections and expectations of fairness; victims, who have the right to justice and an expectation that the CSJS will provide them with some level of protection; the community who provides the resources for the system and expects to be safe as a result; and the staff of the three partner agencies who have jobs with an extremely high level of responsibility and stress. The ability to make better decisions based on more complete information and data-driven criteria for release and placement will help balance the needs of all of those beneficiaries. People who are arrested have the right to an assumption of innocence. With more complete information and better tools, the Custody Referee and Jail will be less apt to keep someone unnecessarily confined pre-trial. Geographic mapping will enhance the ability to assure geographic distance between sex offenders and victims. The community will get a system that costs less while it provides more safety. Staff will be able to verify information, avoid wasting time, and feel more confidence in their decisions.

**b. Strategies for Overcoming Barriers to Access** – Lane County has a population of 301,900 in a geographic area of 4,610 square miles – roughly the size of Connecticut and stretching from the summit of the Cascade Mountains to the Pacific Ocean (Map, Appendix VIII). More than half its residents live in the county's two largest cities, Eugene and Springfield, on opposite sides of Interstate 5 which divides eastern and western Lane County. Most of the rest of the residents live in the other 11 incorporated cities within Lane County's borders, but a large number live in unincorporated areas along river valleys. This geographic diversity and large area impose information-sharing barriers for CSJS agencies, both internally and with their system partners. RAP will increase the ability of CSJS agencies to share information and provide Virtual Case Management regardless of where in the county they are located. As the project is extended to law enforcement and the District Attorney, even investigators in the field should be able to access timely, current information to aid in their decision making and judgement. Ease of use of Internet and "point-and-click" technologies will increase the ability of naïve as well as sophisticated computer users to use the tools being developed.

In addition, lessons learned and some of the products of the mapping component will be useful as Lane County moves toward a more extensive use of crime mapping as a tool in neighborhood based efforts such as Neighborhood Watch and Community Oriented Policing planning and partnerships.

## **7. Documentation and Dissemination**

**a. Documentation Plan** – LCOG staff are skilled at documenting project progress, logging information to report to management and policy bodies, and analyzing information to provide information for continual project refinement during and after the development phase. The evaluation plan highlights some of the documentation that will be collected as the project moves forward. Other documentation will include minutes, and reports to PSCC agencies.

**b. Information Dissemination Plan** – LCOG and members of the partner agencies all have outlets to disseminate information on RAP. Each partner and LCOG staff are active in state and national organizations which will have an interest in this project from a different perspective. Examples are statewide meetings of representatives of Local Public Safety Coordinating Councils, Community Corrections Managers, Oregon Sheriff's Association, and Oregon Trial Court Administrators. In addition, partners are involved in national professional associations. Each is committed to presenting at meetings and conferences, writing reports and articles about the project. In addition, LCOG will put information on the project on its Website. Finally, Lane County agencies are always happy to host other jurisdictions for a site visit and provide written information upon request. Dissemination will target CSJS policy bodies in other jurisdictions, pretrial programs, adult corrections programs, and community corrections programs, as well as other GIS professionals so others can benefit from lessons learned through this project. We believe the "best practices" work will be of particular interest.